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NATIONAL INDICATIONS CENTER

Room BC 956

Pentagon

Orig. to CAC - 6/13. K-

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S-60-3073

Executive Registry

60-4615

10 June 1960

MEMORANDUM FOR: General Cabell

SUBJECT : Request for Permanent Assignment of Army and Navy
Duty Officers to NIC

1. The NIC has been operating on a 24-hour basis since January 1955, at first using members of the regular NIC staff and "volunteers" from the Intelligence agencies, and since July 1955 with duty officers variously made available in implementation of an IAC decision of 23 February 1955. This decision is recorded in IAC Minutes thus:

"After extended discussion, which revealed considerable differences of opinion regarding the character of and necessity for a 24-hour operation of the Indications Center by permanent staff members, agreement was reached to proceed with the recruitment of up to five additional persons for the purpose of maintaining the temporary 24-hour watch already established. In the discussion it was brought out that the apparent function of the Indications Center is not to supplant or duplicate the existing departmental watch and alert mechanisms nor to relieve the Watch Committee of its responsibility for making evaluations. The Indications Center is not itself expected to notify other than the Watch Committee members. Rather the purpose of the 24-hour operation by the Indications Center is to receive from individual agencies information bearing on indications, and to expedite the collation of this information for use by Watch Committee members whenever required by day or night. Those participating agencies which find it feasible to make personnel available for this purpose will do so. A final decision on the proposed 24-hour watch was postponed."

This overturned an earlier IAC approval (4 May 1954) of the Ad Hoc Committee's recommendation that the NIC not maintain a 24-hour watch except under conditions of increased tension, with NIC to be activated on call from Intelligence agency watch officers. This general approach is still held by Navy and Army people, although to a diminishing degree. Both agencies have always doubted the usefulness

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of a watch in the NIC and have perceptibly resented having to assign officers to it. At first it was felt that with Air, State and CIA assigning permanent duty officers to NIC Army and Navy would eventually follow suit. Army very nearly did; General Schow said in April 1955 that since the effort to avoid an NIC watch had failed, he might as well assign a man and so approved a major billet for the Watch. This was never filled. Navy continued to resist, but by July 1955 finally came along to the extent of assigning five commanders on a rotating basis to stand watches. With this, the whole problem dropped out of policy levels and became an administrative matter between NIC and the individual agencies.

2. The present system, in effect with few changes since mid-1955, has the NIC staff standing the day watches over weekends and holidays and the Duty Officers standing night watches, each man on every fifth night. Three of the Duty Officers are from State, Air and CIA, and are permanently assigned to NIC; the other two are detailed on a roster basis from Army and Navy. The Army system assigns one officer, a captain or a major, to stand watch every fifth night for one month, at the end of which he is replaced by a new man. Navy assigns five officers, always commanders, to a roster, each man taking a "Navy night" in turn every five days and thus standing watch once every 25 days.

3. Each of these systems has its good and bad points. The Navy duty standers are assigned for longer periods but stand watches at longer intervals; they become somewhat familiar with routine NIC procedures but need to be briefed up to date substantively to cover their 25-day absence from NIC. Because of the longer interval between watches, they never feel close to NIC and tend to regard their duty as an aggravating extra burden on top of their Navy responsibilities, although I understand their being assigned to the NIC duty exempts them from more frequent and burdensome watches in Navy. The Army duty standers after a couple of watches become reasonably familiar with routine NIC procedures and, because of their shorter interval of 5-days, are never far out of date substantively. Moreover, because they know they're on for only a month, they feel less hostile to this extra burden. But each month they are replaced, and the new man has to be briefed completely, and for the first duty night or two is less than competent to handle a flap. Also, having 12 different men a year standing watches here means considerable variations in caliber, substantive background, interest in NIC and dependability in time of trouble. No matter how the Army and Navy officers are assigned, it means that two nights out of five a person considerably less informed, less capable of handling an NIC emergency, and sometimes less than willing to do his share of the work is on duty in NIC. For 40% of the night watches, NIC is less than adequately manned.

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4. Inadequate as this has been for these past years, it has been manageable because we had a Communications Center in the NIC area manned by one and often two enlisted Air Force communicators who were pretty well briefed on our procedures, if not on our substantive concerns, and could stand in and help the Duty Officer to answer phones in his absence or when the switchboard lit up in a flap. In short, the extra buffer of the enlisted communicator could compensate somewhat for whatever inadequacies or unfamiliarities were present in the Army or Navy duty officers. With the establishment of the new Communications Center outside NIC, the off-duty hours duty officer in NIC is now completely alone, and the extra reserve to cover for the duty officer's shortcomings or overloads is now gone. Although the duty officer can call next door for an enlisted man to come over and stand by while he goes out, the enlisted man sent over is usually unfamiliar with NIC and must even be briefed on how to handle the switchbox and answer the phone. I am trying to arrange for one enlisted man each shift to be detailed as an NIC filler so that the temporary enlisted stand-in is somewhat aware of what to do. Incidentally, our regular duty officers regularly bring their lunches with them and eat in NIC; the casuals eat at the cafeteria and can be gone as long as an hour with only an unfamiliar airman standing by here.

5. With the Duty Officer now alone in NIC in off-duty hours, it becomes essential that NIC be manned by duty officers dependably competent to handle any flap or situation that may arise and fully familiar with the kind of information which requires prompt NIC or Watch Committee action. It is next to impossible to inculcate this dependability and substantive competence in temporary duty officers, however otherwise capable and willing they may be, if they are on for a month and never again or are on one night a month as an extra and inconvenient chore. If there is any value at all in maintaining a 24-hours-a-day watch in NIC, then it is inefficient, if not downright dangerous, to have two night watches in five manned by casuals from outside the organization. Therefore, I recommend strongly that Army and Navy be asked to assign officers of major/lieutenant commander rank as permanent duty officers in NIC.

6. Army's reaction to such a request would probably be one of surprise followed by a plea of manpower shortage. I believe they feel their system is satisfactory and beneficial in that it exposes quite a number of officers to NIC and its needs. Inasmuch as they have never been convinced an NIC watch is necessary, they will probably be reluctant, even though a slot (never filled) was approved for it five years ago. Navy would probably be even more opposed to the request, pleading manpower shortages (real enough) and pointing to the fact that five commanders are now detailed to NIC in rotation. In rejoinder, it might be observed that I have recently arranged with Navy to cut the one slot they have in NIC from captain to commander, (I have found, of the record, that Navy Captains are too senior for much intelligence leg work and analysis here) and therefore would want only a lieutenant commander as duty officer.

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7. Both Army and Navy may well ask how we would use two more officers. With five permanent duty officers assigned, we will have NIC continuity and dependability around the clock every day of the year. This means that we can assign numerous duties and services to the duty officers to be performed day and night which have been out of the question with outsiders standing watch two nights out of five. This also means two duty officers on on days which will permit these and other duties to be performed which have been impossible up to now because the volumes of cables, ticker and comint have kept the one day duty officer busy constantly just sorting it out. Specifically, I would convert the Duty Desk into an Alert Desk, maintaining the Indications Log, flagging items for the Indications file, screening and integrating the Comint more thoroughly, and generally taking over from the Day Staff a variety of now decentralized records and chores. This would in turn permit the day staff to do more indications studies, maintain the Survey up to date, both substantively and as to source productivity, do more liaison and idea collecting in the home offices and prepare items for the Indications Annex to the Watch Report I've wanted for so long. In short, the Day Staff would be liberated for more work in depth on indications, more norm and precedent analyses, more pattern analysis and more complete integration of the community's expertise on indications subjects.

8. One other good reason for an all-permanent duty staff may come into force shortly. We are thinking of cutting a door into the next door comm center so our duty officers can enter and have through that secure area, and so people could get to our duty officer if he should drop dead or have an accident while he is in here alone. As it is now, jackhammers and crowbars would have to be used to get in here after hours because of the way security regulations require us to button up. In order for our duty officers to be able to enter and leave through the comm center, all of them would require crypto clearances. This would be possible for five permanent duty officers and the NIC staff, most of whom are already cleared, but it would be impossible to obtain for a new Army man every month and for a frequently changing roster of five Navy commanders.

9. I apologize for the length of this memo, but it is a complicated problem, and I felt you should have all the background and reasoning before you raise this awkward matter with General Williams or Admiral Frost. I am instantly available if you have any questions.

Very respectfully,


Director

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NATIONAL INDICATIONS CENTER
Room BC 956
Pentagon

1 April 1960

Executive Registry
60-2383

MEMORANDUM FOR: The Watch Committee

SUBJECT : Revised Roster

1. Attached hereto is a revised copy of the Roster of Members of the United States Intelligence Board and the Watch Committee and their alternates.

2. When one of the members of the Watch Committee believes it necessary to call a meeting of the Committee, he is requested to call the National Indications Center, [redacted] where personnel, on 24-hour duty, have standing instructions on the procedure for calling the Committee in an emergency.

3. In the absence of the Chairman, the Watch Committee Member of the following agencies will preside as Vice Chairman:

April - June	1960	JCS
July - September	1960	Army
October - December	1960	Navy
January - March	1961	Air Force
April - June	1961	State

In the absence of both the Chairman and the Vice Chairman, the Agency providing the Chairman will provide a temporary Chairman.

4. Any corrections, additions or deletions should be submitted to the Secretariat of the National Indications Center (NIC) either in writing or by calling [redacted]

[redacted]
Director

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Distribution:

Members and Alternates

Duty and Watch Officers

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1 April 1960

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United States Intelligence Board

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General C P Cabell, USAF
Deputy Director of Central Intelligence

WATCH OFFICER, CIA (after 1700)

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Air Force

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Major Frederick B Porter, Jr, USAF
Major George E Perry, Jr, USAF

State Mr Philip M Lindsay
Mr Samuel O Ruff

CIA

NSA

Secretariat

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Miss Gertrude M Trudeau (USAF)

[redacted] (CIA)
Mrs Marguerite F McIntyre (USAF)
M/Sgt Frank J Hopkins, USA

Graphics

Mr Ralph E Kelly (USAF)
[redacted] (CIA)

SSO Officer

Captain Norris J Sauls, USAF

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WATCH COMMITTEE Member

Mr William A Crawford

Alternates

Mr John Keppel
Mr Joseph W Neubert
Mr William M Marvel
Mr Leslie H Brown

Mr Harold Glidden
Mr Edward W Burgess
Mr Oscar V Armstrong

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CENTRAL INTELLIGENCE AGENCY

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Mr Allen W Dulles

WATCH COMMITTEE Member

General C P Cabell, USAF

Alternates

Mr Huntington D Sheldon

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USIB Member

Major General John M Willems

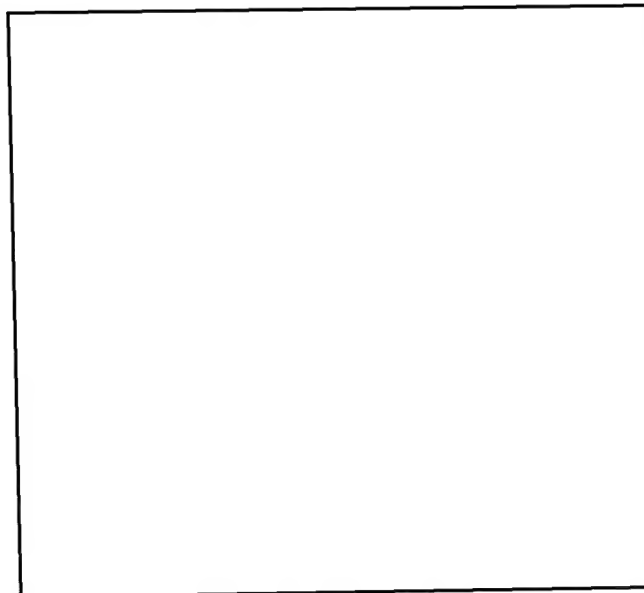
WATCH COMMITTEE Member

Brigadier General John J Davis

Alternates

Colonel D W Bernier
Colonel C E Spann
Colonel D B Goodwin
Colonel R W Molloy

DUTY OFFICER, ACSI, (after 1700)



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OFFICE OF NAVAL INTELLIGENCE, USN

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USIB Member

Rear Admiral L H Frost

WATCH COMMITTEE Member

CAPT C M Bertholf

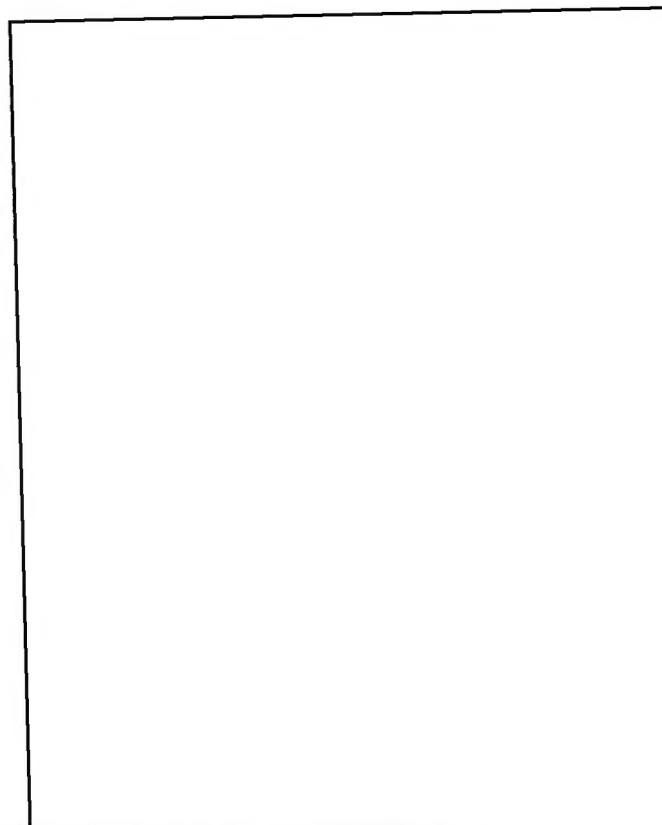
Alternates

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CDR J E Whatton

CDR J D Oliver

CDR C B Brouillette
CDR T W F Walsh
CDR Hugh A Kelley
CDR H Z Miller

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Mr John A Anderson
Mr Melvin Abrahams
Mr George B Pleat

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Mr Alan H Belmont

WATCH COMMITTEE Member

Mr M W Kuhrtz

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Mr J J Daunt
Mr B A Wells

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USIB Member

Lt Gen John A Samford

WATCH COMMITTEE Member

[Redacted]

Alternate

[Redacted]

WATCH OFFICER (after 1700)

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